

Sustainable Development of the Industrial Region based on Competitive Advantages Related to Unique Resources: Tourism Aspect

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Abstract: - The academic paper aims to explore the possibility of industrial region development reorienting based on alternative terms using unique resources. The primary purposes of the study are to analyse the availability, status, and level of competition and competitive advantages in the market of unique resources. The main methods applied in the article are analysis and, in particular, SWOT analysis, comparison, and generalisation, which have been used to achieve the aim and primary purposes outlined. The study's main findings confirm that the industrial region's essential unique resources could be multifaceted tourist resources, particularly geographical location, favourable climate, historical or other attractiveness, environmental friendliness, safety, and more. Based on the concept of the national diamond of M. Porter, possible unique tourist resources, which are the development factors of the market of tourist services in a typical industrial region, have been identified. Based on the concept of driving forces, favourable factors influencing the development of the region's market of tourist services in the postwar period, such as shifting consumer preferences, innovation promotion technics, etc., have been established in the study. The results of the study suggest that unique resources belonging to the strengths of the industrial region in combination with other strengths can reinforce regional development opportunities and reduce the weaknesses.

Key-Words: - Sustainable development, industrial region, competitive advantages, unique resources, tourism, strengths, weaknesses, opportunities, threats

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1 Introduction

Problems of the state and region sustainable development taking into account the possibilities of restoring the environment and ensuring the current and future safe existence of society, the ability to meet the needs of its members are especially relevant for industrial regions. The development of the industry has influenced such problems. Usually, they involve using outdated, energy-intensive equipment and technologies that do not meet the standards of efficiency and environmental friendliness and do not provide a high level of reproduction of the environment, particularly in Ukraine. When vital production capacity collapses for countries under war conditions, the future

resuming industrial production under stable conditions or changing the direction of development matters. Resuming has to be based on available unique resources due to the principles of sustainable development. Therefore, the possible achievements will be focused on lowering the essential production resource consumption and a higher level of profitability, investment attractiveness, environmental friendliness, etc. The academic paper explores the possibility of industrial region development reorienting based on alternative terms using unique resources. The resource supply analysis, level of competition, and competitive market advantages provide an understanding of the developing alternative opportunities of the industrial

region with unique resources. Multifaceted tourist resources are one of the unique and primary ones for the industrial region. Here we discuss the geographical location, suitable climate, historical and other attractiveness, environmental sustainability, safety, etc.

2 Literature Review

Numerous scientific achievements of political, economic, and social figures and scientists are devoted to studying sustainable development's impact on the state and the region's economy. In particular, the term "sustainable development" was used in 1987 at the United Nations Conference on Environment and Development in Geneva to understand the development of a society that meets the needs of consumers without harming future generations. [1], noted in the report that sustainable development reduces the harmful effects of natural resource depletion and environmental pollution for the safety and well-being of future generations. [2] examined the organisation's sustainability and argued that this characteristic means its ability to function in states far from equilibrium under various internal and external environmental factors. In [3], the author defined stability in static and dynamic forms. In [4], the author studied the national economic stability based on the safe operation and the ability to stabilise problems and development simultaneously. In general, sustainability can be considered as the object's ability (organisation, region, state) to be in an equilibrium state under the influence of internal and external factors. However, sustainability can relate to stability and change, particularly regarding sustainable development and increasing results. In this context, [5], investigated the processes of Ukraine's regional economic integration. According to, [6], only sustainable development conditions are optimal economic development, full employment, growth of a population's standard of living based on rational use of natural resources, and observance of provided ecological restrictions. [7], studied the ecological basis of sustainable development and believed that the elements of the Earth carry out material and energy exchange leading to stability and balance changes.

In the study, [8], the author identified the essence of competitive advantage. He developed a model of the five forces of competition that structure the industry in a system of indicators (competitive diamond), which determines the reasons for the success of countries in the industry competition. He found that different ways are used

to achieve the company's goals. However, companies use consistent, effective strategies, cost minimisation, differentiation, and concentration to build market leadership, [8]. [9], revealed the influence of disintegration processes on the sustainable development of regional trade agreements as the main competitive advantage, [9]. According to, [10], the main factors of competitive advantage are intellectual leadership and the combination of unique internal resources of companies. Scientists have proposed a theory of key competencies: skills, abilities, technologies, information, reputation, and relationships within the company's internal divisions. The uniqueness of the theory is in the competencies' combination that allows entities to create new goods and develop unique strategies that will ensure the achievement of industry competitive advantages and access to new markets, [10]. Modern improved theories of competitive advantage focus on creating new markets: K. Christensen's theory of disruptive innovation (the study of new technologies and product impact on the company's activities); R. Carter's theory of "digital" and "electronic" corporate culture (the entity's ability to quickly adapt to possible changes in the market and eliminate errors in real-time); "Strategy of the Blue Ocean", [11], (creation of new markets and market niches based on the introduction of innovative developments as opposed to resources in traditional markets competition, [11].

Competitive advantages related to unique resources in the tourist products market consider three aspects: product (compliance with the tourist product market expectations and needs of tourists), industry (competitiveness of entities), and territory (tourist attractiveness of territory with tourist assets localisation, natural resources, labour resources, capital), [12], [13], [14]. Among the main factors that create competitive advantages based on quality, price, and specialisation in the local market, [15], additionally include physical, information, scientific, technological infrastructure, and legal framework, [15].

3 Materials and Methods

To study the possibilities of industrial region sustainable development based on unique resources, their availability, condition, level of competition, and competitive advantages in the market are analysed. The mutual exchange of resources to solve international problems, including environmental ones, and the impact of external economic environment instability on organisational flexibility,

are investigated in the previous authors' research, [16], [17]. So, the "typical industrial region" concept is also defined, which unites the industrial regions of countries with administrative-command experiences, such as Ukraine, Uzbekistan, Tajikistan, and Kyrgyzstan. Distinctive features of a typical industrial region in these countries are the common problems of industrial regions' development. Possible unique tourist resources have been identified based on the market of tourist services development in a typical industrial region. The dynamics of entities in the tourist services market and tourist flows and the dynamics of tourist flow distribution by entities and travel purposes are studied. We performed a SWOT analysis of tourism and key interrelated industries in the region associated with unique resources to assess the competition and competitive advantages in the regional market of tourist services. As a result, a matrix of competitive advantages and disadvantages, strengths and weaknesses of the tourist industry of the industrial region, is built. We obtained and analysed the tourist services market analysis data from the official websites of the State Statistics Service of Ukraine, [18], and the Regional State Service of Statistics of Ukraine, [19]. The data for assessing the level of competition and competitive advantages in the tourist services market of a typical industrial region and for the analysis of unique resources were obtained from the official websites of the Government of Ukraine, [20], regional state administrations, [21], city councils, and district headquarters, [22].

4 Results

An industrial region is a geographical area with many manufacturers and other industrial enterprises or a region with a production specialisation. Industrial regions are formed under the influence of the development of existing industry, territorial division of labour, mineral deposits, existing qualified population, etc. Industrial regions specialise in distinctive industries with essential resources and opportunities for their development, producing products with lower production and labour costs than other regions. Due to trends in the industrial regions' development of some Eastern European and Asian countries, it is time to build a basis for reorientating industrial regions' sustainable development in other conditions.

Developing trends are about: (1) outdated production technology, energy-intensive production, production of low-quality products with high raw materials consumption, low value-added

production, (2) depletion of existing mineral deposits, high research cost of new deposits to develop, (3) low quality, skills, the motivation level of labour resources, (4) low investment attractiveness of industrial projects, (5) high environmental pollution from industrial enterprises, (6) wars and pandemics, the destruction of industrial infrastructure, low labour resources. Thus, it is necessary to analyse other opportunities for the industrial region's development concerned with the possible provision of unique resources and building future competitive advantages for their development.

The concept of regional sustainable development requires balancing current and future satisfaction of population needs, including ensuring a safe and healthy living environment. In this direction, industrial production must meet high environmental safety standards, minimise ecological harm today and in the future, and ensure security and stable society welfare. Creating (restoring) the industrial base of the industrial region due to the war's outcome and on the principles of sustainable development involves the high cost of industrial equipment that would meet modern standards of safety and environmental friendliness. It also includes the need for a high level of education and skills in labour resources involving high costs of financial resources and time for training, as well as increased risks in terms of attractiveness, payback, and the profitability of industrial investment projects. Consequently, the new ways of industrial development based on unique resources (natural, labour, capital, innovation, etc.) that are available and used partially (not full scale), with low efficiency (inefficient), are not used (due to their unexplored or other reasons) are studied according to principles of sustainable development. The basic principles of sustainable development include (1) sustainability and duration of development to meet the needs of the present and future generations, (2) limiting the exploitation of natural resources in terms of technology, social organisation, the environment's ability to self-healing, (3) satisfy human needs; enabling opportunities to live in security and prosperity, (4) reconciling (reducing overspending) resource consumption with the planet's capabilities, (5) reconciling the ability to ensure an adequate standard of living through the efficient available resources consumption. One of the development directions of industrial regions can be tourism development, particularly the market of tourist services due to the availability of unique resources. UNWTO predicts increasing tourist services; thus, related sectors of the national

economy will develop, [23].

The market of tourist services is an open system connected with the general services markets and a separate regional economic complex. Tourist services are the object of tourist activity and the basis for the interaction of tourist services consumers and producers in the market, reflecting the tourist market supply and demand. The world's tourist services markets differ in the types of countries' socio-economic development, the functionality of market structures, and countries' participation in world tourism. For example, Ukraine has a reformed type of tourist market, which occurs in countries with emerging economies and is characterised by the functionality of market structures supplying tourists to the world market. Along with the predominance of international import tourism, domestic tourism is resumption. According to the Law of Ukraine "On Tourism", participants of the tourist services market include tour operators, travel agents, other business entities that provide temporary accommodation, food, guides-translators, guides providing activities related to tourist accompaniment, and individuals who provide services for temporary housing but not being business entities, etc. Travel agents and tour operators can function as legal entities, and entrepreneurs and tour operators - exclusively as legal entities. However, tour operators are subject to mandatory licensing. The licensing authority is the State Agency of Ukraine for Tourism and Resorts issues licenses to conduct tour operators and maintains a license register of tour operators. Thus, different entities interact in conditions of administrative restrictions in the tourist services market. There is also a supply of consumers to the world market in regional markets, which significantly affects the competitive interaction in the domestic and regional markets. Competitive market development also depends on priorities. Thus, the regional industrial aspect distinctively impacts the tourist sector.

Sustainable development of the industrial region is based on competitive advantages related to unique resources and involves using different natural resources. Unique resources, introduced in the transformed concept of the national rhombus by M. Porter, depicted in Fig. 1, correspond with the factors' parameters in the traditional theory of M. Porter. Sustainable development also anticipates assessing competition and competitive advantages; lower financial, capital, innovation, and other costs; lower risk of investment projects; higher levels of attractiveness; environmental friendliness; security, the profitability of investment projects; and higher

levels of compliance with the principles of sustainable development. Therefore, we present the analysis of the availability of unique resources, the possibility of using them, and competition / competitive advantage using the transformed concept of the national rhombus by M. Porter.

The object of analysis is a typical industrial region of Ukraine, with distinctive features that require solutions to the following problems:

- chaotic branch orientation of industrial facilities without a single development vector supposed to determine by the company;
- lack of company town perceived by local communities and represented the unifying character. Eventually, those towns could become public cities due to industry and trade diversification, [24];
- typical practice of infrastructure development, for example, servicing local industry within transport communications;
- lack of adequate logistics in industrial urban areas, which makes it challenging to integrate industrial expansion with other activities such as tourism;
- lack of plan and will to transform urban infrastructure under the scheme "transformation of urban infrastructure-launch of cultural and tourist projects" to the European scale;
- prioritisation of state financing of projects with immediate impact, i.e. priority of political projects over tourist projects or some other type of projects;
- unfavourable investment climate, [25].

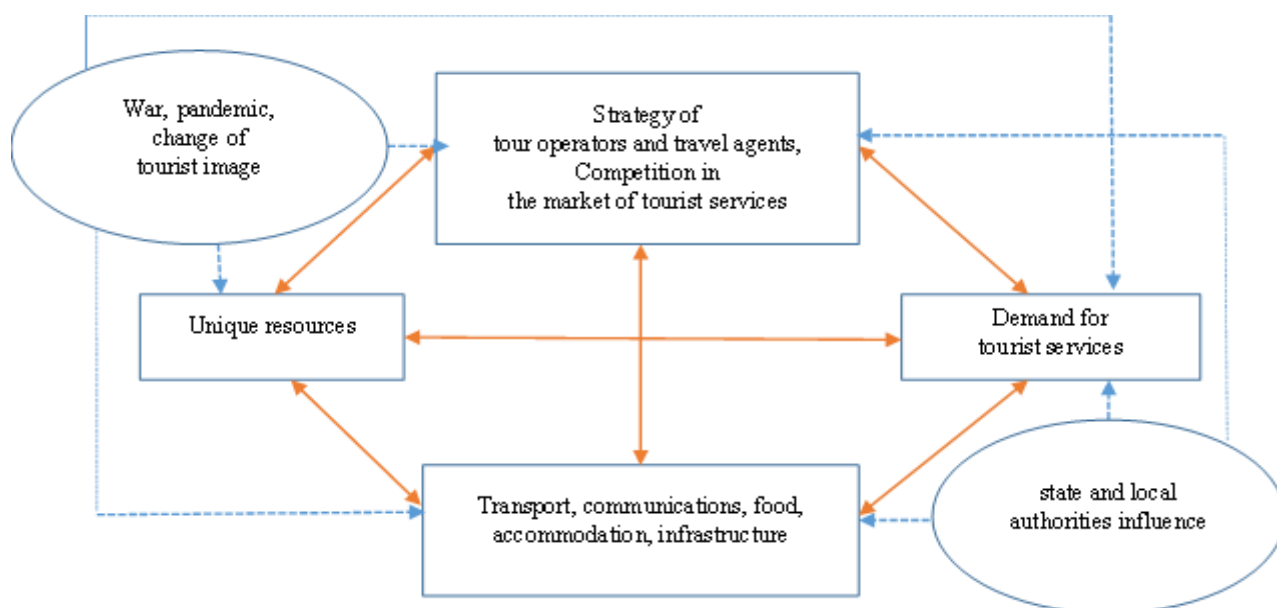


Fig. 1: Transformed concept of the national rhombus M. Porter to assess competition / competitive advantage
Source: Built on own research, [15]

The key unique resources of a typical Ukrainian industrial region may encounter:

1) cultural and natural history, namely:

- nature reserves, water reservoirs, flora, and fauna;
- industrial tourism, the center of which is the industrial-economic and architectural style or combination of the industrial and natural landscape;
- unique museums, such as a doll gallery, weapons history, and retro technology;
- ability to provide an animation effect - the ability to move a person in time and space;
- ancient Bronze Age settlements with European significance;
- imperial heritage in architecture;
- industrial housing and buildings construction on standard projects dated back to before the Second World War;

2) geographical location, suitable climate;

3) environmental friendliness, safety, and so on.

Based on the statistical surveys of key tourist market players, which depend on their number and performance in a typical industrial region, we can observe that the number of tour operators declined between 2011 and 2020. At the same time, the number of travel agents increased, except for 2014-2015 - due to military intervention in the East of Ukraine, there is a concern about safe accommodation and mobility (presented in Fig. 2).



Fig. 2: Tourist entities in a typical industrial region during 2011-2020
Source: Built on the data from [18], [19]

The increase in the number of travel agents is a consequence of the growing demand for tourist services related to improving Ukraine's social, cultural, and tourist image due to the holding of EURO 2012. At the same time, there was a decline in domestic and outbound tourism (Fig. 3).



Fig. 3: Dynamics of tourist flows of a typical industrial region during 2011-2020
 Source: Built on the data from [18], [19]

The depicted instability of tourist flows is evidence of the constant needs of the customers; the needs' satisfaction depends on various factors. They include external (improvement/deterioration of tourist image, political, economic, cultural, and other situations in the country/region, number of services, prices for substitutes, etc.) and internal (consumer income, which forms the purchasing power, factors that affect the level of consumer income).

The flow of international tourists determines the growth of regional markets. We can see that the number of visitors served by tour operators and travel agents-legal entities declined (in 2011-2012, 2014-2016), while the number of tourists serviced by travel agents-individuals-entrepreneurs increased (in 2013, 2017-2018) - see Fig. 4.



Fig. 4: Dynamics of distribution of tourist flow of a typical industrial region distinguished by types of tourist entities 2011-2020
 Source: Built on the data from [18], [19]. The data for 2019-20 represents the total number of legal entities operating as tour operators and tourist agents

We conducted a comparative analysis of the motivation of tourists' visits to the industrial region in 2014 and the last period before the pandemic (2019). We aimed to study the demand in the market for tourist services in a typical industrial region in the context of the need for tourist services (Fig. 5). The fall in the share of business visits (by 4%), visits for medical treatment (by 2%), and special tourism (by 1 %) increased the number of tourists visiting the typical industrial region for leisure and recreation. The observed trend harms business and medical tourism development, does not stimulate the entities in these market areas to upgrade infrastructure and accommodation, and thus leads to moral and physical depreciation of fixed assets.

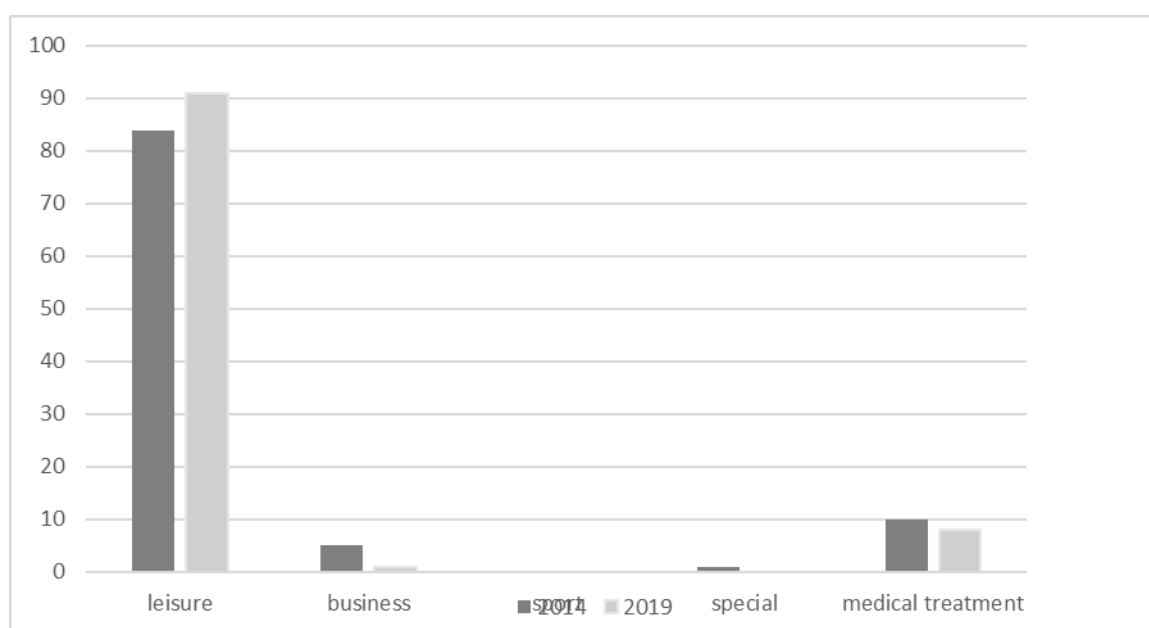


Fig. 5: Comparison of the distribution of domestic tourists of Ukrainian citizens in a typical industrial region in terms of travel purposes in 2014 and 2019, %
 Source: Built on the data from [18], [19]

Thus, the statistical and comparative analysis of a typical industrial region has revealed the following problems that hinder the sustainable development of the region's economy - described through the categories of the transformed concept of M. Porter's national diamond model:

(1) Insufficient utilisation of resource potential. If current resource potential is effectively exploited, it can serve as a foundation for the development of tourist and recreational infrastructure, which will, in turn, give impetus to the reorientation of the economy of the obsolete industrial complex to services in the long run.

(2) The level of competition and the composition of the key players in the market of tourist services. In the market of tourist services in Ukraine, the key players are tour operators that form

their tourist products, while travel agents act as intermediaries in its implementation. According to experts, the market of tourist services in Ukraine is oligopolistic, as it has a limited number of large tour operators holding significant market shares, which are focused mainly on outbound tourism. These are international tourist operators TEZ TOUR, Join UP!, Anex Tour, Coral Travel, Pegas Touristic, and TUI Ukraine. A limited fraction of tour operators with high market shares can take advantage of their position to enforce unfair competition, such as setting their exchange rates and not indicating the cost of services in UAH, creating possibilities to mislead and influence customers to push them to purchase services, as well as offering services of carriers with whom the tour operator has no contracts; placing misleading information regarding

market leadership in advertising, which gives the consumer the impression of reliability and stability. (The AMCU's Kyiv branch opened a case in January 2020 based on an investigation of the websites of the ten major travel operators in Ukraine), [26].

(3) Tourist services demand reflects the relevance of the need for tourist services (leisure, recreation, medical treatment, sports, business travel), service consumption patterns (frequency of service consumption, the likelihood of returning to a tourist destination), and requirements for tourist product quality as well as the level of tourist services. The industrial region's demand for tourist services is typically underdeveloped and insufficient. It happens because tourists are usually unaware of what products are available at the market and where they can be obtained, even if there are potential and resources for developing high-quality tourist items.

(4) Transportation, communications, lodging, and infrastructure are all allied industries that provide or consume tourist products and services. Roads, infrastructure, and the environment are all challenges that affect the industrial region. It is necessary to upgrade outdated lodging and catering facilities, which might have a multiplier effect on the tourist services sector in the region.

(5) The war in Ukraine, changes in tourist image, technogenic inventions, economic fluctuations (prices, demand), political collapses, climatic (natural disasters), and medical (epidemic) factors affect the competitive advantages of the tourist market in the industrial region.

(6) Monetary, fiscal, and foreign economic policy measures implemented through the activities of public authorities and local governments affect the competitive advantages of the market for tourist services in the industrial region.

The key economic indicators that can be used to analyse the competitive advantages of the market (including tourist services) using the categories of the transformed concept of the national diamond by M. Porter (The analysis is presented based on information on the market of tourist services of a typical industrial region (Zaporizhya region)) include:

- (1) market capacity (tourist services market), as the sum of all consumers' expenses for the purchase of goods (tourist services), which, at the same time, is the sum of sales of goods (services) of all market suppliers;
- (2) type of competition;
- (3) the dynamics of the actual market capacity;
- (4) the total number of competitors in the market;
- (5) type of integration (identified vertical integration

is carried out mainly in the form of strategic alliances - the formation of partnerships of enterprises/groups of enterprises with resources/competencies that can enhance each other's competitive advantages or long-term contracts with primary sources or producers/suppliers and thus distribute risks based on mutual trust between their participants);

(6) barriers to entry and exit from the market (connected to the commencement/cessation of an enterprise's activities), international tourism (for example, the pandemic closed borders for tourists for a time), licensing (for tour operators), long-term agreements with raw material suppliers, and customers' ability to instantly and without additional costs refocus on consuming the services of another company. Market competition can expand and cause high exit costs due to the availability of illiquid production assets, strategic interactions with actors who engage with each other, and administrative/social limitations. Economies of scale, familiarity with the tourist product's brand, additional fees (for registration of activities, physical assets), access to supply systems and product promotion, and lack of experience are all factors that influence the magnitude of market barriers.

(7) Market supply of goods/services (similar goods (tourist services) are identified, which can be recognised and chosen by consumers based on differentiation from competitors' goods by various factors: service quality, price flexibility, additional product elements, seller qualification, loyalty programs, company brand, etc. High differentiation of the tourist product/service, a characteristic of the monopolistic competition model, is used to gain competitive advantages).

(8) Economies of scale (as established market participants sell items at a considerably more significant scale than those who have just entered the market. Hence the scale can be one of the barriers to entry. Existing entities will gain profit based on the economies of scale, the magnitude of which will be bigger than the profits of businesses that have just entered the market, given the same prices in the market and the ability of established businesses to save on sales and promotion costs).

(9) Type of industry (since the creation of one or a set of tourist facilities generally requires significant material and financial assets, tourism is a capital-intensive industry distinguished by high sensitivity to the state and factors that influence the external environment, commissioning of new / continuation of existing/decommissioning of obsolete production facilities);

(10) Profitability level (Fig. 6 shows the increasing trend in the cost of travel vouchers for citizens of Ukraine within Ukraine, sold by tourist companies in 2011-2020, in contrast to the relatively stable price of vouchers sold to foreigners compared to the base year (2011). The identified growing trend is mainly related to the increase in the cost of tourist services: during the study period, there was a declining trend in the number of vouchers sold for citizens of Ukraine and foreigners compared to the base year (2011), as shown in Fig.7. The general economic downturn can explain the downward trend in this indicator, political instability in the region, and hostilities in Ukraine. As the share of foreign tourists is insignificant (neither in quantity nor in value, it shows growing trends during the analysed period), the number of Ukrainian citizens and foreigners engaged in tourism in a typical industrial region decreases (see Fig.7). Therefore, the growth of revenues of tourist entities of the typical industrial region during the study period is mainly the result of the growing prices for their services (see Fig. 6).



Fig. 6: Dynamics of the cost of travel vouchers sold by tourist entities of the typical industrial region to the citizens of Ukraine and foreigners within Ukraine during 2011-2020

Source: Built based on the data from [18], [19]

Thus, in terms of key economic indicators, the tourist services market in a typical industrial region is defined by an upward trend, various types of competition, and the high differentiation of services provided. The tourist services market's key economic indicators represent its current state. Still, they do not explain recent developments and are not always an effective tool for forecasting in an unstable, volatile, and complex environment. We can use the notion of driving forces to account for the influence of the external environment. It

considers the presence of driving factors in the environment influencing the direction and extent of changes in the tourist services market. Thus, it is necessary to define the driving forces and, secondly, to assess their impact on the situation in a typical industrial region's tourist services market.

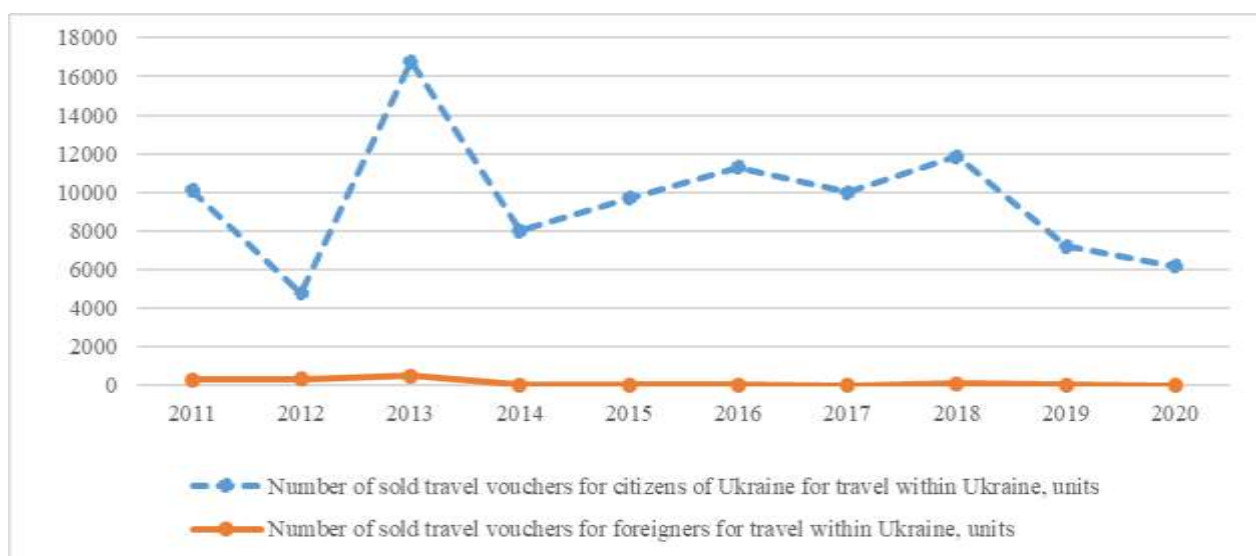


Fig. 7: Dynamics of the number of travel vouchers sold by tourist entities of the typical industrial region for citizens of Ukraine and foreigners during 2011-2020

Source: Built based on data from [18], [19]

The following are the key driving forces in the tourist services market of a typical industrial region:

- (1) The increasing dynamics of tourist market capacity based on data regarding the intensity of tourist service consumption in the region over the study period;
- (2) The shift in consumer segments, including a decrease in the share of foreigners, followed by an increase in the percentage of Ukrainian citizens (nationwide), an increase in the share of children (in terms of age), and an increase in the share of leisure travel (in terms of travel aim);
- (3) The lack of product innovation - the variety of tourist services remained constant over the study period, including accommodations, meals, leisure, medical, recreational, and excursion services;
- (4) The tourist service production technologies and processes remained unchanged;
- (5) The application of innovative promotion techniques – such as using worldwide and national Internet sites for the supply of accommodation services, building a favourable image of the region, and the promotion of domestic tourism through information service centres;
- (6) The absence of new market players;
- (7) The distribution of know-how, primarily in the areas of online booking, payments, and advertising - the use of cutting-edge technology to improve communication and reduce wait times for booking confirmation, payment procedures for travel services, as well as sending complaints, and getting corresponding replies for them;
- (8) The overall state of the tourist services market in the region shows that costs for producing tourist services have remained stable over the analysed

period, indicating a trend of increasing tourist service efficiency in the market, which is consistent with the increasing profitability of tourist services.

(9) Consumer preferences analysis shows that international tourism has replaced domestic tourism over the studied time; even during the COVID-19 pandemic's restrictions, the number of tourists who prefer foreign travel decreased, while the number of domestic tourists decreased as well. Tourists' interests (outbound and domestic tourism) are shifting toward price reduction and uniformity of tourist services.

(10) The unchanged state regulation of the market of tourist services - although there are parties interested in reforming the legislation and acting in this direction, aimed at bringing it in line with European standards, etc.;

(11) Current public opinion is changing in the direction of shifting the emphasis on environmental issues, combating environmental pollution, preserving the cultural and historical environment, and so on. In the industrial region, there are problems of air pollution, wastewater due to discharges of harmful and polluting substances of enterprises, and sewage waste acute unresolved are the issues of preservation of cultural and historical heritage;

(12) Due to the pandemic, the level of uncertainty and risk in the tourist business has increased dramatically, and the situation has remained unresolved since 2020.

Growing market uncertainty due to the pandemic, shifting consumer preferences in favour of inexpensive and standardised tourist services, and a decrease in the percentage of consumer income

spent on leisure, the expense of offering tourist services, and weak development of competitive advantages are the most crucial elements impacting the development of a typical industrial region's tourist services market.

In the 1990s, when it became possible to engage in business activities in general, and in the tourist industry in particular, many travel companies were founded – and this marked the beginning of competition in the Ukrainian tourist industry in general and in the industrial regions in particular. There were no market barriers, the customers did not require high-quality tourist products, and there was a considerable demand for travel services. The degree of competition was minimal, and most travel enterprises were in the same situation (starting without prior experience). It was uncomplicated for travel companies to win over their customers and gain market share.

The modern market for regional tourist services is established, and there is a severe competition problem. Thus, it is crucial to reinforce the development of a competitive environment. Developing and distributing tourist services of appropriate quality at an equilibrium price involves the redistribution of limited tourist resources while considering the preferences and demands of economic entities in the market. The region's tourist industry is presented as a system capable of reproduction, a set of entities that provide tourist services based on the combination of tourist / historic/ cultural resources.

A typical industrial region, such as Zaporizhia, was discovered to have both tangible and intangible assets required to create a competitive advantage based on unique resources:

- cultural and historical - the region is attractive for tourism due to its historical past, which combines urban landscapes with specific architecture with traditional attractions;
- natural and climatic - good geographical location, in the south, is the coast of the Sea of Azov with a total length of the coastline of over 300 km, which houses the famous resorts – Berdyansk, Primorsk, Kyrlyivka;
- medical and recreational - resort and recreational areas are located there, where there are sources of mineral water and therapeutic mud of all balneological types;
- ecological - almost 15% of the region's territory consists of protected areas, namely: 314 nature reserves/territories with an area of 122 thousand hectares, landscape reserve "Balka Rizana", national nature park "Velykyi Luh" and Azov National Nature Park, Khortytsia Island, State Historical and

Archaeological Reserve "Stone Grave";

- based on the existing natural, climatic, and historical conditions, there is a possibility of developing green tourism; there are about 150 farmsteads in the region, [2].

The main competitive advantages strengthened (+) or weakened (-) factors in the market of tourist services of a typical industrial region, such as the Zaporizhia region, include:

1) Favorable geographical location, available natural resources (about 5% of the Zaporizhia region are protected areas - national nature parks, arboretums, reserves, sanctuaries, etc., whose territories, as well as plants that grow on them and animals that live on them, require protection.), which can be (+) the basis for the development of the market of tourist services and allow many entities to occupy free niches in it, (+) are in a state of reserve / extensive development (there are still many interesting untouched natural areas, attractive for tourist activities) - on one hand, and on the other hand - (-) polluted air, sea, Dnipro, beaches, estuaries, and spit, (-) due to natural factors, excessive man-made load, there are also risks of flooding of territories and buildings of coastal zones, which are intensified, causing landslides, exogenous geological and accumulative processes (destruction of shores by waves), which pose a threat to tourism development and allow the industry monopolisation by reducing the willingness of entities to operate with such initial resources;

2) There are historical and cultural resources in the form of (1) history, dating back to the formation of ancient civilisations (Scythians, Sarmatians); (2) the formation of an independent political entity based on the democratic principles of the Zaporizhska Sich; (3) historical and cultural reserves for the preservation of monuments of architecture, history, culture, and art may be (+) advantage of the development of the tourist industry, (-) are not popular among tourists due to lack / low awareness of them, (-) problems with the preservation and popularisation of historical heritage lead to its devaluation and vanishing in the society;

3) The presence of minerals, favourable location, and industrial traditions are the basis for the industrial complex. Thus, (-) divert resources from tourism development (more than 80% of investments, including foreign ones, come to the industrial complex of the region, and due to its obsolescence, lack of modernisation excessive, inefficient use of resource potential and damage to the environment, which harms tourism by (-) reducing the interest of tourists in recreation in

environmentally unfavourable conditions. The usage of antiquated equipment in businesses that do not meet modern requirements, as well as obsolete treatment plants that do not capture the most dangerous substances that escape the atmosphere untreated, are the sources of pollution. Due to a lack of / obsolescence/wear of wastewater treatment systems, impossibility due to lack of funding for repair/upgrade / re-equipment of treatment systems, wastewater treatment from pollution by emissions of harmful and polluting substances is insufficient and does not allow reuse of wastewater and reversible in the production process. The quality and purity of the Sea of Azov, which is rich in mineral nutrition, are dependent on the responsible policies of production entities in the area, as well as the level of pollution of the coast, beaches, spit, estuaries, and untreated stormwater from built-up areas of cities and urban sewerage systems. The situation is challenging in the village Kyrylivka of Yakymivskyi district due to the lack of centralised water supply and sewerage. The operation of about 500 private recreation and lodging facilities produces wastewater in substantial amounts (more than 5 m³ per day) that is collected in cesspools and shipped to a liquid household waste landfill on the Molochny Estuary's coastal strip, which is on the verge of overflowing. Pollution of the entire Azov Sea, Molochny Estuary, and Utlyuk Estuary have already caused an ecological disaster, destroying a recreational resource of regional and national importance, as the Molochny Estuary is a nature reserve and part of the Azov National Nature Park.

Due to the dominance of industrial production in the Zaporizhia region, trash accumulates on the territory, with only around 30% of it being disposed of, processed, or recycled, while the remainder is held in specifically designated sites (landfills) or incinerated (without energy). There are over 60 industrial waste landfills that are constantly monitored to identify the harmful repercussions of waste accumulation and to prevent them from occurring in the future;

4) (+) A high percentage of small businesses (more than 90%), well-developed infrastructure that encourages competitiveness in the region's tourist industry, and considerable expenditures in infrastructure, innovation, and information technology, (-) uneven distribution of infrastructure facilities in Zaporizhia and other cities, lack of expertise in many small firms, lack of access to investment resources, international aid, and business development programs; (+/-) different interactions between entities through the activities of heterogeneous entities (tourist industry entities,

interdependent and complementary industries that compete directly (sell the same (replacement) products/services) or coordinate their activities / cooperate/integrate (in case of different (irreplaceable) products/services);

5) (+) Tourist infrastructure development (almost ten tourist information centres and web portals), green tourism (more than 100 green estates where you can get accommodation, food, etc.) - current tourism trends in the region (-) are insufficient, with a reduction in the number of tourists (domestic and foreign) in 2019-2020; Zaporizhia ranks first - with more than 70% of tourists, 80% of tourists, 70% of tourist services, and 90% of budget revenues; Berdyansk, Melitopol, Enerгодар, Primorsk, Vasylyvsky, Yakymivsky);

6) The influence of the external environment at different levels (global, macro-, meso-, or micro-) has a significant impact on market relations. It is increasing competition due to (+/-) the emergence of new attractive tourist destinations that win back some of the tourist flow from traditional; (-) pandemic and economic crisis, which cause a decrease in tourist flows; (-) the emergence of new forms of entertainment that reduce the popularity of traditional travel/tourism, (+/-) growth of the number of identical (replacement) tourist products/services that lead to market saturation and increased competition, globalisation (global accommodation networks, global tour operators); all this has a significant impact on the environment of the tourist industry of Ukraine, in general, and its regions in particular.

Thus, in the market of tourist services of the studied typical industrial region, competition is intensifying, competitive relations are aggravating, and there are frequent cases of unfair competition and abuse of dominance by market participants, which along with lack of cooperation, harms the tourist image of the region and reduces its competitiveness. In order to assess the impact of the environment and the strength of its factors on the development of competition / competitive advantages in the market of tourist services in the region, identify strengths and weaknesses of competition / competitive advantages, depict opportunities and threats that increase/weaken their impact analysis of tourism and formative/interdependent industries in the region has been made, the results of which are presented in Table 1 and Fig. 8.

Table 1. Results of SWOT-analysis of tourism and formative/interdependent industries in the industrial region based on competitive advantages related to unique resources

	Strengths	Weaknesses
1.	Natural and climatic conditions, geographical location (adjacent to the sea, the presence of the coastline), water supply (river, sea, groundwater)	Environmental problems due to extensive obsolete industrial complex, excessive use of natural resources, large amounts of waste and effluents of pollutants and harmful substances influence the environment
2.	Developed transport infrastructure (routes, railway, Dnipro River, airport), which allows the development of domestic and transit tourism	Transport infrastructure miscellaneous development (concentration near large cities, poor condition/lack of nearby resort and recreational areas), low technical condition, obsolescence, low capacity, congestion of roads and bridges of regional importance
3.	High development potential of renewable and alternative energy sources, which can be used to refocus on higher environmental friendliness, improve air quality and water resources, and provide accommodation/food/ cheap electricity, which will reduce the cost of services and their price that will create competitive advantages for entities and an attractive tourist image (environmentally friendly and ecologically safe) of the region	Low innovative activity of new technologies introduction
4.	Availability of undeveloped areas that can be used for tourist purposes, the possibility of their effective planning with sufficient quantity of the necessary infrastructure and entertainment complexes, reasonable placement of accommodation/food establishments / other objects, the use of new construction technologies, provision of appropriate sewerage systems and waste treatment/wastewater treatment plants, the use of alternative energy sources that will minimise the harmful effects on the environment	Low rates of construction growth and new territories development, low investment activity in the production and business
5.	Ample rest and recreation areas, a large number of objects of historical and cultural significance	Insufficient development and use of tourist, recreational, and cultural potential of the region (reduction of tourist flows and the quantity of domestic/foreign tourists)
6.	High professional level, the educational potential of the economically active population, an increase of public activity, low discrimination, and high tolerance, which will become quality tourist services provision basis, create a network of hospitality and comfort for all categories of the population	Low quality and the high price of tourist services due to their high cost, seasonality, reduced occupancy of accommodation facilities

	Opportunities	Threats
1.	Growth investment attractiveness, increasing the volume of international aid, continuing integration with the EU (there are links with the first, the fourth, and the fifth strengths)	Zone of military conflict in the immediate vicinity, political instability
2.	Creating a favourable business climate and stimulating business development (there are links with the third and the fifth strengths)	Negative macroeconomic trends (inflation, national currency instability, rising energy prices, monopolisation / low competition of formative/interdependent industries)
3.	Decentralisation, administrative reform, budget independence of the region, administrative services system reform (there are links with the fourth and the fifth strengths)	Low level of development/imperfection of the regulatory framework for tourist, tax, environmental, and industrial policies
4.	Energy efficiency policy in various spheres of the region's economy, scientific and technological progress, increasing the availability of information technology (there is a link with the fifth strength)	The high degree of pollution of atmospheric air, river, and sea waters, shorelines of estuaries, spit, and sea, the possibility of natural disasters from the unresolved problem of waste management and wastewater treatment of pollutants and harmful substances, the probability of placing a nuclear power plant, probable threats of man-made nature
5.	Reorientation of the population to domestic tourism (there are links with the first and the fifth strengths)	Increasing the expenses of the regional budget due to the growing number of migrants from the neighbouring war zones, reducing the number of working people whose income allows them to spend on tourism
6.	Reforming education and medicine to get qualified staff and improve the quality of services (there is a link with the sixth strength)	
7.	Development of transport infrastructure, in particular, the resumption of river transport across the Dnipro River (there is a link with the second strength)	
8.	Reorientation to domestic tourism under the influence of COVID-19 (there are links with the third and the fifth strengths)	

The strengths of the region's tourist industry include geographical location and climatic conditions, and the presence of a long coastline. With the help of opportunities, they increase investment attractiveness, attracting international, including European aid, reorientation to domestic tourism, and transport infrastructure development will become competitive advantages of tourism in the region. Situational opportunities (which will be available after the war's end) are especially relevant in current conditions - the COVID-19 pandemic, forced restrictions on foreign travel, closing borders, and inaccessibility of the Black Sea resorts of Crimea. They create a basis for competitive advantages of the region's tourist industry in terms of reorientation to domestic tourism. Creating favourable safe, comfortable, and attractive conditions for travel due to these situational

opportunities is a sound basis for developing a competitive advantage.

Other transport infrastructure (including weak areas, use of alternative transport and transit roads/routes) and alternative energy sources potential development are supported by energy efficiency policy, investment attractiveness, favourable business climate, availability of free tourist areas, enhanced investment attractiveness, administrative reform and decentralisation, large areas of existing rest and recreational areas in support to investment attractiveness, favourable business climate and energy efficiency policies, the high professional potential of the population, which is positively influenced by medical and educational reforms. Solving the region's environmental problems is possible through the implementation of an energy efficiency policy. Transport infrastructure

development will help solve the issues of high-quality roads to various locations and concentrations close to major cities. A favourable business climate can increase innovation. Investment attractiveness accelerates construction. Decentralisation, administrative reform, and reorientation of the population to domestic tourism will increase the use tourist potential of the region. The reforms in education and medicine can, directly and indirectly, improve the quality of tourist services.

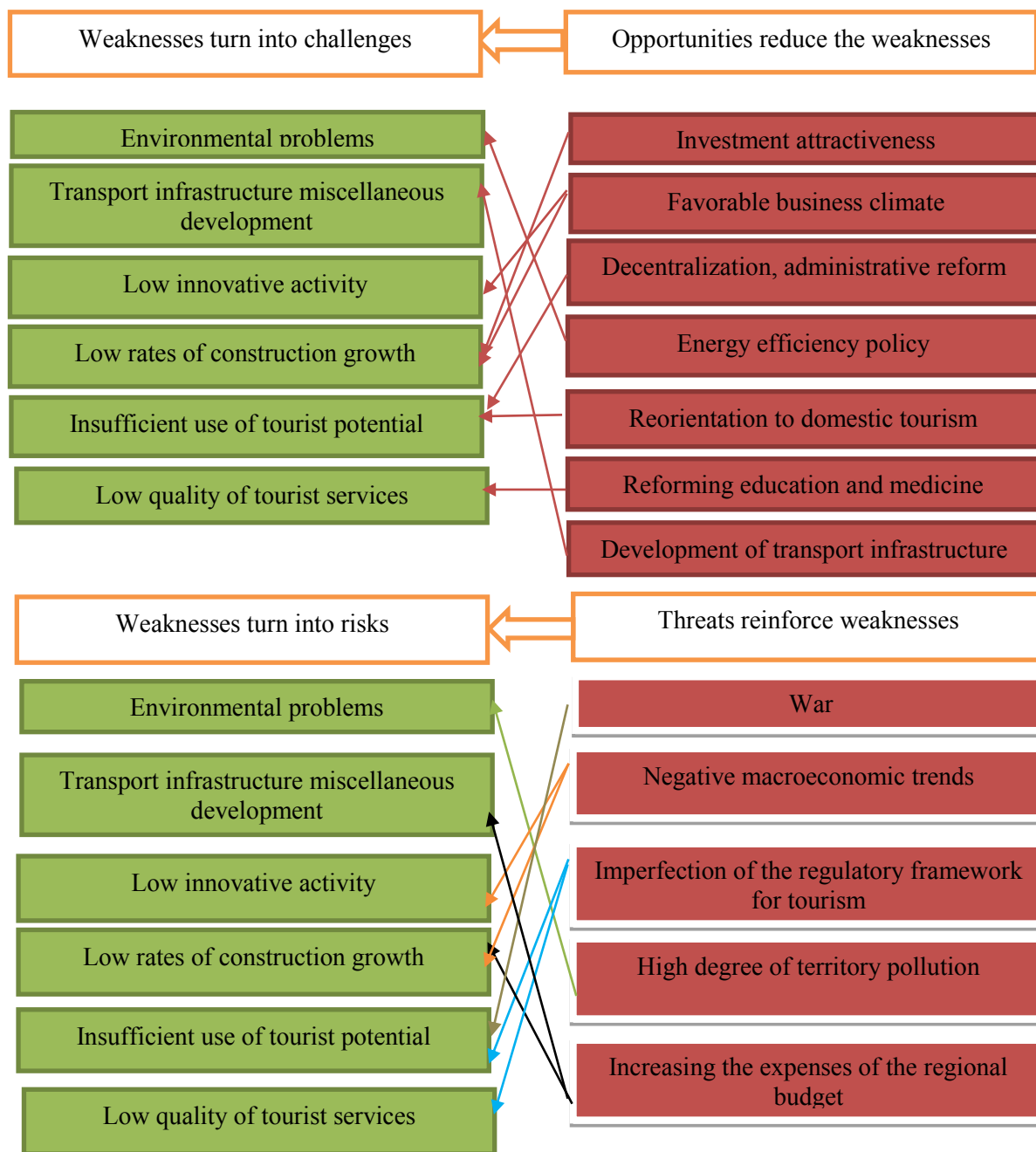


Fig. 8: Impact of opportunities and threats on the weaknesses of the tourist industry of a typical industrial region

The high level of pollution of the territory makes it impossible to solve environmental problems, significant expenses of the budget do not allow to solve the problem of miscellaneous transport infrastructure development, negative macroeconomic trends and high costs of the budget lead to low innovation activity, slow down construction development, lead to underutilisation of tourist potential, imperfection of laws and regulations reduces the quality of tourism services provided on the tourist market of the region.

Thus, the most critical competitive advantages in the market of tourist services of a typical industrial region, which can be used for the tourist-recreational way of strategic development of the region, are:

- natural and climatic conditions, geographical location, the presence of the coastline adjacent to the sea;
- well-organized modern transport infrastructure;
- renewable and alternative energy sources use;
- free undeveloped territories;
- recreational areas and cultural facilities;
- high professional level of the population;
- domestic tourism due to situational opportunities (pandemic, closure of borders, imposition of restrictions on movement).

Impact assessment of factors influencing the competitive advantage development in the market of tourist services in the region was performed based

on expert surveys and average weighing of survey results. The survey was conducted in the region's business environment of tourism and complementary industries; it was attended by about 150 participants, including managers/employees of tour operators, travel agents, accommodation, food, health, transportation, and entertainment. Respondents were asked to assess the strength of the impact of environmental factors on their enterprises on the level of development of competitive advantages with the help of questions in a specially designed questionnaire. The strength of the impact of each of these factors is proposed to be rated in points from 10 points (maximum impact strength) to 0 points (no impact). The obtained total survey results were reduced to the arithmetic mean with the same level of weight for each. The results of the obtained evaluation are presented in Table 2; the factors that received the highest marks according to the evaluation results are highlighted in yellow.

Table 2. The results of the impact assessment of factors influencing the competitive advantage development in the market of tourist services in the region

	Competitive advantage	Influencing factors	Impact assessment (points)
1.	Geographical location	Formation of tourist and investment attractiveness	9
		Creating a safe environment	8
2.	Natural-climatic / historical-cultural resources	Attracting international investment	6
		Reorientation to domestic tourism	8
		Administrative reform, decentralisation	5
		Formation of the regulatory framework of tourism	4
		Solving environmental problems (pollution of the territory, water area)	9
3.	Infrastructure (tourist, transport)	Construction of roads, use of new transport and logistics routes	7
		Innovations	4
		Reducing the budget burden	6
4.	Alternative energy	Energy efficiency policy	4
		Favourable business climate	6
5.	Professional and intellectual potential	Educational, medical reform	4
		Quality and differentiation of tourist services	9
6.	The world economy, globalisation	Reorientation to domestic tourism	8
		Formation of new tourist trends/tourist destinations	3

Thus, the geographical location as a competitive advantage is most influenced by the tourist and investment attractiveness of the region, the attractiveness of natural-climatic / historical-cultural resources - solving existing environmental problems

5 Discussion

There are different visions of the industrial regions' development; some are related to the deepening of industrial development, others - to the search for alternative development directions. The success of the region's growth depends on the balanced combination of industrial and alternative development. One can find the most effective solution for the region's growth based on a comprehensive analysis of strengths and weaknesses, chances, and threats of development. Consideration of regional development factors depends on scientific approaches to regional development. We have defined a complex combination of opportunities for industrial and alternative development, considering the factors in the SWOT analysis performed in the study.

The strategic development of the industrial region based on competitive advantages related to unique resources is known in Europe as the example of Bilbao, a city in Spain. Thus, the town belonged to the country's most industrialised region after the capital, with developed heavy industry. With the population growth, the problem of the city's development in the industrial direction became more problematic. Enhanced social, economic, and aesthetic development based on unique resources, investment in infrastructure, including transport, development, and further implementation of rehabilitation projects such as Abandoibarra and Zorrozaurre, have enabled sustainable development and turned the industrial city into a service city, [27].

The example of Bilbao confirms the thesis that sustainable development of industrial regions is possible with a balance of economic, social, and environmental development, [28], [29], [30], [31], [32], [33]. Under such conditions, the most important task in strategic development is the recovery of the industry in the country, taking into account scientific and technological results and active "smart" industrial policy, [34], along with competitive advantages of industrial regions associated with unique resources.

Based on tourism in industrial regions, opportunities are created for small and medium-sized businesses to diversify employment, which will also provide an alternative source of income in

the case of traditional industrial incomes decline, [34].

The development of industrial regions in the tourist sphere, which requires the involvement of small and medium-sized businesses, depends on three components - government, the private sector, and society, [35]. The government enshrines rules of conduct in regulations, the private sector, as a direct participant in economic relations, is the executor of these rules, and society creates an atmosphere of hospitality that will attract tourists.

6 Conclusion

Competitive advantages create the basis for the success of the economy, region, industry, and individual enterprise. Competitive advantages depend on the use of unique resources in the field of tourism - its geographical and climatic conditions, natural and recreational resources, historical and cultural heritage, the existing resort base, transport infrastructure, and the development of related industries. The current situation in the region indicates fundamental problems – undiscovered tourism potential, low efficiency of the industry and available resources use level, low share in European tourist flows, and low revenues from tourism. A negative trend in the tourist market development shows a decrease in capital investment in accommodation and food, characterises the obsolescence of tourist infrastructure, and depicts reducing of inbound tourism share: it indicates a reduction in interest in tourist destinations in the region and a diminishing domestic tourism share due to war, pandemic, restrictions on movement, development of alternative tourism entertainment services, reduced comfort and travel safety. Despite the strengths, such as tourist attractiveness, tourist destinations' attractive image formation, resource availability, development of hotel infrastructure, development of new tourist routes, increasing attendance at tourist and cultural sites, and increasing revenues from tourism services, the dynamics of tourism lag behind global trends. It is happening due to such factors as significant shadow market share, the great influence of seasonal factors, which characterises the low level of the industry development, the need to update the hotel stock, inconsistent with the international level of service, unorganised and unstructured entertainment industry, neglect of historical and cultural monuments, environmental problems (air quality, cleanliness of territories and water areas), low level of promotion of tourist products on the world market and information about them. It is established

that the lack of an integrated system of public administration of tourism and an imperfect regulatory framework hinders the development of competition and competitive advantages. It is necessary to develop international tourism relations through the conclusion of international and bilateral agreements on tourism cooperation with international organisations and other countries, to adapt tourism legislation to international norms, and to make amendments to major laws and regulations governing competition in tourism.

During the study of the tourist sphere of the region with the help of the concept of the national diamond M. Porter, we found that cultural, historical, climatic, medical, recreational, and environmental resources are the basis for developing competitive advantages of the region. We saw that the number of actors operating in the tourism market and tourists (citizens of Ukraine and foreigners practising domestic tourism) decreased, which, compared to the growth of outbound tourism, may indicate a reorientation from domestic to outbound tourism. It can be stated that demand in the market of tourist services can be assessed as insufficient, as despite great potential for the development of quality tourist products, there is no widely advertised information about it, conditions, places, and opportunities to obtain it, which leads to a reduction in the amount of time spent by tourists in the region, does not create preconditions for repeated or regular visits. Several external conditionally independent (war, political and economic instability, pandemic) and conditionally dependent factors (environmental problems, uneven development of transport, medical, entertainment infrastructure, lack of attractive tourist image) do not contribute to the formation and development of competitive advantages of the tourism industry in the region.

We can name the promising factors influencing the development of the region's tourism sector in the postwar period established based on the concept of driving forces. These are the growth of market capacity, changing segments of major consumers, innovation in tourism products and technology, use of know-how, mainly in booking, payment, advertising, application of new methods of promotion, stability of production costs with growing profitability of tourism product, changing consumer preferences, invariability of state market regulation with increasing activity towards reforming legislation, shifting public opinion on solving environmental problems, preserving the historical and cultural environment, ensuring stability, security, reducing travel risks. It is

proposed to develop competitive advantages through measures to solve environmental problems (connection to centralised gas/water supply and sewerage, which will solve waste pollution problems, reduce costs for these services and reduce the cost of accommodation services), increase professional and intellectual capacity through service differentiation accommodation (attracting new consumer segments, increasing a load of accommodation through promotional activities, increasing the quality of services provided through motivation, training of labour resources), the formation of an attractive image of tourist destinations (participation in tourist forums, exhibitions, broad regular advertising campaign, formation tourist brand of the territory, a visual image of the tourist destination). The implementation of the recommended measures involves the use of unique resources that will develop the competitive advantages of the tourism industry in the region, optimise the costs of tourism entities, increase the profitability of the tourism industry, and increase the efficiency of tourism.

The study confirmed that the formed industrial regions, due to changes in technology, availability of minerals, etc., may cease to benefit society, and vice versa – their activities can have a catastrophic impact on the environment. Mono-development of regions, which does not consider the possibility of using unique resources, is risky in terms of profitability of regions and the well-being of society and also creates limited opportunities for territorial development.

Sustainable development is aimed at sustainable profitability, and in the context of human environmental problems, industrial regions are among the priority objects in need of reform. Reforming industrial regions based on alternative directions (use of unique resources) will allow using the advantages of the region, which are friendly to the environment. In most industrial regions, advantages based on unique resources are hidden. They can be detected only as a result of comprehensive research. If the region develops in an alternative direction, for example, in tourism, it develops in accordance with ecological, safe, and aesthetic standards of social development.

The authors focused on an alternative direction of regional development - tourism development, based on the use of unique resources. The application of the SWOT-analysis model in the study on the example of a typical industrial region made it possible to confirm that unique resources belong to the strengths of such region, which in combination with other strengths, can reinforce

regional development opportunities and reduce the weaknesses. The basis of such reforms should be environmental technologies used, but this may be the object of further research.

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Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

-Olena Bilovodska compiled and supervised data and manuscript edition; oversaw, directed, and coordinated responsibility for the planning and execution of research activities, including mentoring outside; prepared, created, and presented the published work by those from the original research group, specifically critical review, commentary and revision – including pre- and post-publication stages.

-Sofia Komarynets formed the conceptualisation, conducted data, a research and investigation process, specifically performing the data collection, developed methodology, and wrote the original draft.

-Natalia Mykhalchyshyn analysed and interpreted the data; prepared, created and presented the published work, specifically data presentation.

-Iryna Kantsir applied statistical, formal techniques to analyse and synthesise study data; helped in manuscript preparation.

-Olena Trevogo formed visualisation and supervised data, performed some of the remained analyses, and helped in visualisation and data curation.

-Oksana Hoshovska provided study materials and helped in manuscript preparation and edition.

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